



QUICK FACTS

► Annual Evaluation Report 2023-24



Introduction

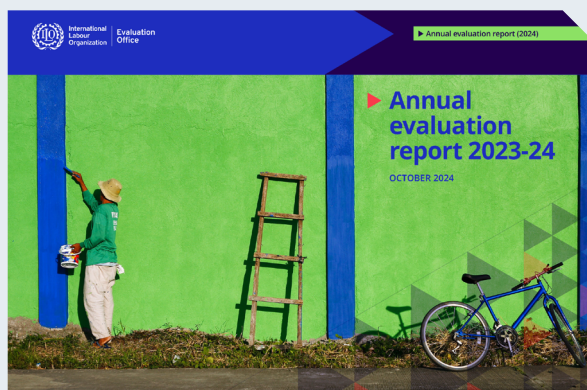
The Annual Evaluation Report (AER) provides an assessment of the progress that has been made against the [ILO's results-based evaluation strategy, 2023-25](#). Part I of the report gives an overview of the extent to which the strategy's 2025 end-targets are being met. Part II examines the ILO's overall developmental effectiveness which is informed by a meta-analysis of independent project evaluations.

PART I: IMPLEMENTATION OF ILO'S EVALUATION STRATEGY



GENERAL DATA

- Of the 21 end-targets for 2025: 16 are “achieved” or “on-track” and four are at “at risk.” Moreover, four enablers of the enabling environment are “on-track,” and one is “at risk.”
- 92% of management responses to recommendations were received for independent evaluations that required follow-up.
- 74% of recommendations were completed or partially completed – a decrease from 79% in 2022.
- 250 lessons learned and 177 good practices were identified in independent evaluations.



3 independent high-level evaluations presented to the ILO Governing Body:

- [ILO's 2020-2025 development cooperation strategy, 2018-24](#)
- [ILO strategies and approaches for the development and use of labour statistics, 2018-23](#)
- [ILO's decent work country programme strategies and activities in Western Africa, with emphasis on Cote d'Ivoire, Ghana, Nigeria and the regional economic community of West African states \(ECOWAS\), 2018-23](#)

PART I: IMPLEMENTATION OF ILO'S EVALUATION STRATEGY

► Outcome 1. Enhanced capacities at the individual, organizational and enabling environment levels for planning, undertaking and using evaluations



The Criteria-based Integrated Evaluation Planning System (CIEPS) is helping the ILO to transition from a project-based evaluation approach to a more strategic and flexible method.



Five training activities on monitoring and evaluation and the Sustainable Development Goals with constituents took place. These included 116 government officials, 11 representatives of employers' organizations, and 6 representatives from workers' organizations.



193 staff have been certified as evaluation managers – far surpassing the end-of-strategy target. This internal capacity is essential for the effectiveness of the evaluation function.

► Outcome 2. Enhanced evaluation systems and processes leading to more credible, strategic and higher-quality evaluations



EVAL managed to cluster 41 projects in 16 evaluations, but only 11% of donors involved in clustering evaluations to date.



EVAL created three new guidance notes: the [evaluation of capacity development in ILO programmes and projects](#), a [supplementary guidance note on integrating gender equality in ILO monitoring and evaluation](#), and a [guidance note on incorporating participatory approaches in ILO evaluations](#).



85% of independent evaluations achieved a "satisfactory" overall rating in 2023 via an ex-post quality control – a considerable increase since 2015 (28%).

► Outcome 3: Expanded knowledge base of evaluation findings and recommendations that effectively contributes to organizational learning and enhances organizational effectiveness



EVAL's public evaluation repository ([i-eval Discovery](#)) has been fully upgraded. It enables better tracking of evaluative evidence and improves the potential for leveraging AI project improvement, organizational learning and accountability.



2024 has seen a 48% increase in the number of references to evaluation in strategic and programmatic documents since 2021 – indicating a growth in the use of evaluation findings and recommendations.

► Enabling outcomes:

1. The ILO Evaluation Trust Fund (IETF) allows for flexible and strategic evaluations, however no funding partners have committed to the IETF so far. To address this challenge, standard donor agreements will be reviewed that offers funding partners the option of participating in the IETF.
2. In 2023, 53% of ILO development cooperation interventions effectively integrated constituents in their design, a 10% decrease in comparison to 2022. In 2023–24, all DWCPs benefited from constituent involvement during their formulation.
3. There is a general inadequacy in monitoring and reporting: only 30% of projects in 2022 and 35% in 2023 had strong monitoring systems. Projects performed well when they used results-based monitoring frameworks and performance tracking tools.
4. The evaluation network's commitment to learning and knowledge sharing has significantly contributed to strategic, programmatic and thematic discussions.
5. EVAL will launch an online induction training on evaluation for new staff to raise awareness of evaluation's significant role in achieving the ILO's mission.

PART II: ASSESSING THE ILO'S EFFECTIVENESS

Part II of the AER describes the ILO's overall developmental effectiveness that is based on a meta-analysis of all independent final evaluations conducted in 2023. It uses EVAL's well-established methodology and employs a set of predefined criteria to assess the ILO's overall performance.



57% of ILO interventions had a performance rating of average or above average, indicating a steady level of performance from the previous year.



70% of interventions aligned with national priorities, however just over one-third of projects had strong designs, marking an area for continued improvement.



ILO's capacity to adapt and address changing priorities over time was an important element of good performance, especially in politically volatile situations and when faced with restrictions due to the COVID-19 pandemic.



Continued weak performance was observed regarding the ILO's responsiveness across key cross-cutting policy areas, including tripartism and social dialogue, pro-poor initiatives, gender-responsiveness, disability inclusion and the transition to environmentally sustainable practices.



An average of 60% of ILO interventions successfully performed. However, there remains a need to improve the visibility of the ILO's work and its capacity to influence policies.



Over 85% projects achieved their goals related to capacity-building, demonstrating ILO's commitment to empowering constituents and fostering sustainable development.